

Opéra de Montréal hits a high note with personalized customer communications

Opera company grows customer satisfaction, loyalty and revenue using XMPie's solution for individualized communications management

Most opera goers used to subscribe to an annual membership with the Opéra de Montréal, making up the bulk of an audience. But times are changing, and there's a need to introduce new, single-ticket buyers to the opera. To do this, the opera company is using a solution for individualized communications management from XMPie - A Xerox Company - for the creation, production, deployment, tracking and measurement of one-to-one communications.

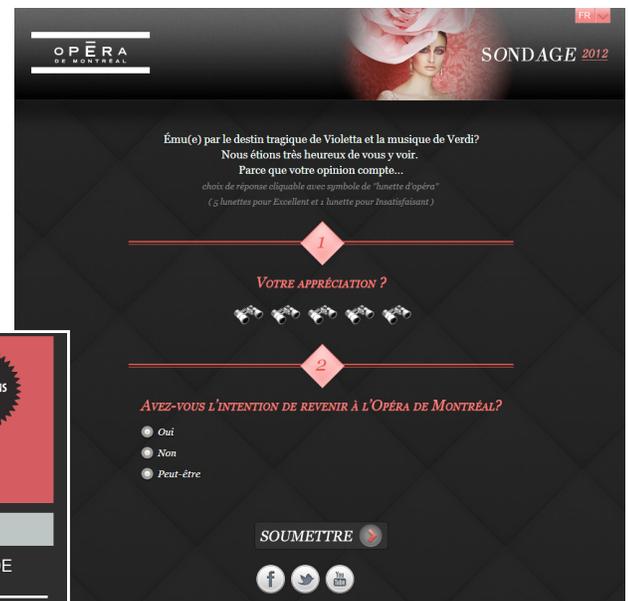
"Montréal is a vital cultural city and the offers for culture far surpass the demand, so we had to become proactive in communicating our

programs with the community," said Guillaume Thérien, director of sales and marketing with Opéra de Montréal.



Guillaume Thérien

"Consumption habits in arts and culture have also changed - buying tickets to a performance now tends to be a last-minute decision, often based on an emotional reaction."



OPÉRA DE MONTRÉAL

CASE STUDY OVERVIEW

CUSTOMER

Opéra de Montréal

PROVIDER

CGI - A leading IT and business process services provider with global resources, serving thousands of clients worldwide.

CHALLENGE

Grow audience and gain insight into customers

SOLUTION

Send mobile-compatible "thank you" email to attendees five minutes after performance, asking for feedback, followed by a personalized invitation to attend another event.

RESULTS

450 percent increase in revenue within 72 hours. Creation of social media "brand ambassadors" who generate new business for the opera house.

Previously, 75 to 80 percent of Opéra de Montréal's audience was made up of annual subscribers. Now they represent only about 45 percent of its audience; the rest is made up of single-ticket holders. So the opera house was looking for ways to recruit new members and build ongoing loyalty to its brand, but Thérien knew that more than transactional data and hand-written comment cards (the only data he had to work with) would be needed to make this happen.

"We needed to aggregate our data so we could gain insight into our customers - we wanted to know what motivated them to buy a ticket, how they reacted to a particular show, what they liked or didn't like, and what would make them come back. But we didn't have any tools to do that," said Thérien.



Opéra de Montréal met with representatives of Xerox, who recommended XMPie, a technology that allows marketers to use customer data to create relevant, personalized marketing campaigns, with variable text, styles and images. This would allow the opera house to leverage customer information to create personalized, one-to-one marketing campaigns over print, web, email and mobile platforms.

Previously, the marketing team placed most of its emphasis on promoting a show before it hit the stage. "Using XMPie, we are now able to capitalize on the emotions that customers experience immediately after a show as a way to solicit a repeat experience," said Thérien.

Working with CGI, one of Xerox's partners, a new marketing strategy was developed to engage single-ticket holders five minutes after a performance ends. A mobile-compatible email thanks them for coming, and asks two questions about the show and their intent to come back. Audience members then receive a personalized email offer, such as a discount to a future show, based on their responses.

Through customer data collection, Opéra de Montréal not only knows the satisfaction rate of a show, they also know who opened the email and who responded to the survey. Those who didn't respond are sent a reminder postcard at their home with the same message and visuals.

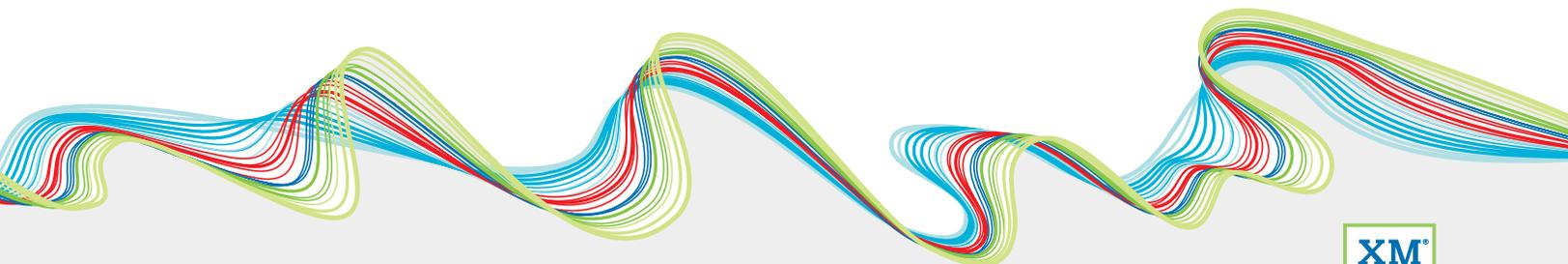
Since the survey also provides an opportunity for customers to make comments, the opera house is able to immediately address any issues or concerns, helping to improve post-event customer service. "It allows us to be very high touch," said Thérien. "Our customers are surprised how quickly we get back to them and that we're listening to what they have to say. In almost all cases, this results in a repeat experience."

Between 3,500 to 7,000 emails are sent per show, as well as an additional 400 to 500 postcards. In an initial test run, Opéra de Montréal improved post-show revenue by 450 percent – or \$9,000 – within a 72-hour time period using XMPie. The opera house has not only grown its audience, but it's also seeing growth in new clients.

"Up to 30 percent of our audience is under 30 years old," said Thérien. "We've created a buzz about opera and we make risky choices with our artistic programming, which helps us to recruit new people, and XMPie helped us to communicate with them using the tools that they prefer - mobile and the web."

The goal is to transform those customers into "brand ambassadors," allowing them to share offers over Facebook and Twitter. Using XMPie, Opéra de Montréal can track who shared offers and who redeemed them, and then compensate customers who generate more sales. While it's still in its initial stages, the opera house already has several such brand ambassadors who have helped increase attendance.

"XMPie has helped us to better understand our customers and build a personalized relationship with them," said Thérien, "And, ultimately, get them to repeat their experience with us."



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one to one in one™

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